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The Quarterly Review of Public Relations

Public Relations in Texas
Alan Scott 1
Individualism vs. Collectivism: the Public Relations Implications
J. Carroll Bateman 8
The Role of Public Relations in Market Development
Paul Gavaghan 13
PR in a Membership Organization
Warren Adler 21
A Look at Some of the Public Relations Educators
Donald W. Krimel 29

Regular Features: The Editors' Page, 18; Scanning the Professional Journals, 19; Further Comment, 26; Books, 32; In and About This Issue, 37.

OCTOBER 1958

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The Quarterly Review of Public Relations

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OCTOBER 1958

A REGIONAL ROUNDUP . . .

Public Relations In Texas

by ALAN SCOTT

TEXAS must generally be considered a frontier land where public relations is concerned even though there has been, in the past decade, substantial growth of public relations departments, independent counselors, and in executive understanding of the profession.

It is paradoxical that a public relations man who has made a comfortable living in this field in Texas states emphatically, "Anyone considering public relations as a career should think in terms of moving north of the Mason-Dixon line, to the East coast or to California. It is necessary to go to the cities where there is 'big business' for only there can public relations be practiced successfully."

Two surveys brought out these facts about public relations in the Lone Star State: There are 90 to 100 "public relations firms," the majority of which are in the Dallas-Fort Worth area or in Houston. Only 15 PR counseling organizations claim to be older than ten years of age, the rest having come into existence as a result of the movement of considerable industry and business to Texas following World War II.

By number of employees, Witherspoon and Associates of the Dallas-Fort Worth area must be considered the largest public relations agency with the Paul Cain Organization a close second. Witherspoon employs 32 persons in all capacities, the Cain organization "between 25 and 30."

The average number of employees for the independent PR counseling organization in Texas is six. It is a rare occasion when a staff member is "public relations trained" (this means having taken public relations courses or a PR degree in college) with practically all workers in PR moving

into the profession from newspaper, advertising, publications, or broadcasting work.

PR and Advertising

With little exception the public relations counselors in Texas perform the advertising function, and most of the advertising agencies in the state carry on some of the PR functions.

A spokesman for the Glenn Advertising agency, Dallas, said, "Public relations is a secondary phase of our agency because PR operates on a highly flexible and unpredictable basis, making it difficult for an advertising agency to do much public relations with effectiveness. Our agency will prepare press releases for special situations involving clients, but outside PR counsel is engaged when major public relations activity is indicated."

Some of the larger advertising agencies have small PR departments within the organization. Gregory-Giezendanner Company in Houston considers public relations "an important function of our operation because a promotion job is much more effective if both public relations and advertising are handled by the same agency."

Perhaps a Dallas ad agency man hit it on the head when he declared, "If there is confusion as to who is to handle advertising and public relations it might be remembered that the professionals in public relations and advertising still have a long way to go before they settle on any hard and fast decisions as to where the points of separation are between the two. The conflict will continue so long as advertising commissions can be earned by public relations organizations and PR fees are attractive to advertising agencies."

The major functions of the public relations firms in Texas do not vary from those performed elsewhere but perhaps the range of duties is not as extensive. Many of the PR executives with larger industries, and in the banking area are on the vice president level and have a hand in the formation of company policy. It was also noted that when there was a vice president for public relations this official also directed the advertising department and spent a portion of his time on advertising functions.

Industrial Public Relations

As industry moved into Texas there was the need to persuade an agrarian-minded people that industry could and would help the economy of the state. Thus there were PR problems concerning the community, the employee, the stockholder, and legislators.

Three methods have been, and are being used by Texas industry as concerns public relations: (1) small departments are established to serve in all PR capacities (2) the public relations functions are parceled out to employees already performing other jobs within the company (3) outside counsel is secured, either on a retainer or as the need arises.

There is an alertness on the part of Texas industry for maintaining good press relations, and the larger companies have little difficulty in getting space in the printed media whenever there is an occasion that demands a press release or a press conference.

Humble Oil and Refining Company in Houston has the largest public relations staff of any industrial corporation in the state with ten persons employed exclusively for the promotion and publications department. Several other oil companies and the aircraft plants in the Dallas-Fort Worth area can point to public relations departments.

John R. McCarty, vice president of the Frito Company, in charge of PR and Advertising comments: "With the accelerated industrial growth in Texas, public relations seems to be growing in stature and importance with management. The future seems to offer much promise for this particular field of endeavor. Management in Texas is definitely becoming more cognizant of the necessity of maintaining good public relations in the efficient operation of present day competition."

Retail Public Relations

Retailers in the Lone Star State are also becoming aware of the value of proper public relations. Perhaps it is the example that has been set by Neiman-Marcus, undoubtedly one of the most promotion-minded specialty stores in the world.

The outstanding PR functions, awards, and public service programs that Neiman-Marcus continually carries on has caused other merchants in Dallas and Fort Worth to become alert to the importance of promotions over and above advertising. With the acquisition of a Neiman-Marcus store in Houston, PR in that city was given a shot in the arm for Houston merchants knew they had a competitor that capitalized on all possibilities. However, the Houston Neiman-Marcus operation has yet to display the talents that made the Dallas store known to millions of women (and men) outside the state.

Trade Association Public Relations

There are 293 trade and professional associations in Texas, with 163 headquartering in Austin, the capital. Each of these associations has an executive secretary or executive director and an average of two other persons (usually women) whose work is described as being within the scope of public relations.

The duties of these PR personnel encompass general promotion and publicity, member information, and publications editorial work. Legislative attention is, in most cases, the responsibility of the executive director; and while the majority of trade association executives consider lobbying a secondary function, there are several who admit that their entire time is devoted to the lawmakers.

There is definitely an attitude on the part of trade association executives that members should do their own public relations, and the work of the association headquarters is merely to provide material and guidance for this activity. Many trade association directors spend a great deal of their effort on the annual meeting and related trade show, thus haven't time for extensive PR activities.

Most associations provide member information through regularly issued internal publications. These range from a two-page mimeograph newspaper to outstanding periodicals that would do credit to the printing and publishing profession. Some of the smaller associations do not publish any form of periodical but include a subscription to the journal of the national parent organization in the association fee.

In many instances there is no PR program as such, no allotment in the association's budget for public relations, and little attention given to what must be considered proper PR functions of a trade association. Yet a handful of Texas associations have fine, functional PR programs, a generous budget for PR activities, and adequate staff to carry on the varied activities. Examples would be the Texas Medical Association, State Bar Association, and the Texas State Teachers' Association.

The leaders in association public relations are causing the laggards to give more thought to proper PR. Most trade association personnel have an awareness of the need to possess knowledge of the techniques of public relations and are making a serious effort to improve themselves or hire trained PR people. It is a matter of being able to convince once-yearly elected governing officials of the need for an adequate PR budget.

Governmental Public Relations

For several reasons it is more costly, generally speaking, to get elected in Texas than it is in other states. Thus each election year finds public relations men and women—and would-be PR men and women—involved in political campaigns.

Politicians in the Lone Star State are guided more by PR counsel than by seasoned campaign managers, listen more closely to PR advice than to that of veterans of ballot battles. The public relations advisers do everything but raise the money, and once campaign funds are in hand the expenditures are PR-directed.

The size of the state makes politicking costly. A campaigner has to have plenty of travel money and/or television funds. Filing fees are higher than in most any other state; more media is needed to reach the voters; and a runoff campaign adds to the needs of a treasure chest.

It is rather standard procedure that a recognized PR agency won't undertake a campaign unless (1) it is reasonably certain the candidate seeking the agency's assistance has a good chance of getting the office he seeks (2) there is money enough for a thorough campaign and (3) the candidate is a good campaigner.

This does not mean a candidate without these qualifications is left without PR counsel—he merely takes on a lesser known (or unknown) public relations adviser.

Politics being what it is, a candidate with all the proper qualifications has been known to lose. The recent drubbing of a wealthy candidate for the U. S. Senate may indicate that too much public relations, too much money, and too much publicity can defeat a man.

Once in office a state official (elected and appointed) finds legislative restrictions on his public relations activities — at least the law supposedly restricts such activities. Here is the state law concerning public relations, passed in 1939 and still in force:

> No department or bureau included in this act shall use any of the funds appropriated to such department or bureau, either directly or indirectly, for the purpose of telephoning, telegraphing, or distributing either by newspaper advertising or through the mails, any literature, propaganda, letters, or bulletins, or any other written or printed matter, or to make radio speeches, whether transcribed or not, or any other speech or speeches, under any circumstances which has the effect of publicizing or directing attention to any individual, official, or employee of such department or bureau, or any other department or bureau. It is further provided that no department shall maintain any publicity department or have in its employ or under its direction,

> any employee or other persons who has the title or who performs the duties or functions of a public relations agent, publicity agent, or press agent.

The last sentence of this statute would seem to eliminate completely the possibility of anyone earning his living in state governmental public relations. But certainly such is not the case for many Texas state departments, and many state officials have public relations personnel on staff. Adherence to the law keeps these PR persons from being so labeled—they are assistants, secretaries, or work under some other disguise.

The greatest need in governmental PR in Texas is the removal of antiquated ideas and the outmoded law on publicity and promotion. Public relations and advertising organizations in the state are working diligently toward this achievement. Then perhaps the second greatest need —additional qualified personnel in state public relations work—will be alleviated. While some state agencies consider *all* of their employees engaged in public relations, they are fearful to express the indication that these men and women are practicing PR.

Since the Legislature determines much of the finances given state departments, heads of state offices must camouflage expenditures for publicity and public relations. It is difficult to bypass the existing law because reports must be submitted annually on department activity and a legislator who wishes to delve into these reports could uncover the thinly disguised PR executive and the amount of promotion carried on. The end result is an inadequately informed public and improper public relations on the state level.

Educational Public Relations

There are twenty-four universities and colleges in Texas with representation in either the American College Public Relations Association and/or the PRSA. Titles of these representatives range from Assistant to the President to Director of Public Relations to Field Director.

As in other areas of the United States, the most advanced public relations departments exist in the upper level schools, and in these schools the area that gets the best PR help is the sports department. The sports publicists of the Southwest Conference schools are, generally speaking, as good as their brethren in the Big Ten, the Ivy League, or the Pacific Coast Conference. And a newsman visiting the press boxes of the Southwest Conference gets treatment as good as that accorded the newsman who covers a Notre Dame, a Michigan State, or a University of California event.

It is encouraging that educational leaders are becoming more aware of the values of a planned PR program. Such programs are being designed to cultivate and maintain favorable public sentiment on all levels of Texas education. The integration controversy has had some effect on the increased impetus to get the education story across. But mostly it is due to a more general awareness of the problems of education and the important part good public relations can be to any institution.

The general idea of educational PR is to interpret the work of the school in an effort to prove itself worthy of state or private support. A wide variety of tools and techniques are being used in these programs, many extremely well done. Only the larger schools or public school systems have trained personnel to conduct a full time PR program, and even the University of Texas, largest in the state, has no one designated as public relations executive.

Several University of Texas high level administrators do public relations work, and there is a News and Information Service, but no one carries a PR title.

Educational public relations is a promising field in Texas. At present there are only about 150 persons working full time in this area but with anticipated increases in population and school enrollment—and the growing recognition of the worth of PR efforts for education, it is possible that this figure may be doubled in the next five years.

Summary

There is much to be done before the public relations profession in Texas ranks with other areas of the country in consideration of counseling organizations, PR departments or individuals. Public relations has long been influential in the Lone Star State, but only recently has its true potential been recognized by industry, education, business and the public in general.

In most locales, PR practitioners still have to explain public relations to those who need it and seek it. Public relations men in Fort Worth and Houston report management has an awareness of the potential of PR; public relations men elsewhere declare that management in San Antonio, Dallas, Austin, El Paso and other cities of size do not possess this awareness yet.

Education of management is only part of the battle. As one prominent public relations man in the state says, "Newspapers help train future journalists, doctors see to the training of internes, and if public relations is to become a real profession then public relations must begin to train future PR men and women." ●

INDIVIDUALISM vs. COLLECTIVISM:

THE PUBLIC RELATIONS IMPLICATIONS

by J. CARROLL BATEMAN

> *I know of no safe depository for the ultimate powers of society but the people themselves; and if we think them not enlightened enough to exercise their control with a wholesome direction, the remedy is not to take it from them, but to inform their discretion through education.*
> —THOMAS JEFFERSON

IN penning this paragraph, Thomas Jefferson unquestionably was thinking in political terms, and the control of which he wrote was to be exerted through a democratic form of government. Since Jefferson's day we have come to recognize that social control may be exercised in other ways than through government or the exercise of open authority. Scientists in the social disciplines have been busy investigating these methods of control and influence, and practitioners in the human relations fields (including public relations people) have been busy putting them to work.

This "human engineering" approach has had wide support, but it has had its critics too, and some of them have made pertinent objections. Although those of us who are immersed in the "human relations" field are inclined to pass off the attacks with a shrug, we should not be too blithe about it all. Vance Packard's attack may have been superficial—but William Whyte's (in "The Organization Man") is a serious and penetrating criticism. Whether we accept Whyte's thesis in toto or not, we are hard put to take issue with his central argument. And this is, simply, that the "social engineers" of our times, in their concentration upon creating group harmony, have tended to vitiate the qualities that make the individual an *individual.* In short, the group — or the organization — is replacing the individual as the primary concern of our society. And this is happening at the very time that we are inveighing against totalitarian forms of gov-

ernment for placing the good of the state above the good of the individual. In this contest between "collectivism" and "individualism," whose side are we really on?

The Contest We Face

Perhaps "collectivism" isn't the best term for our purposes here, though it is the commonly accepted one for the social philosophies that minimize the importance of the individual. However, it has picked up connotations which give it an affinity to "Communism," and what we are perceiving in our society in America today is not to any substantial extent a political movement. For this reason, the contest that we face within the confines of our national borders might better be called one between "groupism" and "individualism." Whatever we call the problem, however, it is there, right outside the doorstep, pounding on the door and asking to be resolved.

Of course, this home-grown problem is part of the larger ideological battle that faces the world as a whole. The political maneuvers of the "Cold War" are the outward manifestations of the ideological differences between our system and that of Russia. But the dichotomy of choice that faces us is not altogether the result of the machinations of a strong Communist state. Even if Karl Marx had never existed—even if the collectivist ideology were not being actively promoted by a powerful political entity—our society still would be faced with the problem of achieving material, economic and social progress through effective organization without smothering the individual. The very complexity of our society, combined with the absolute necessity of "getting things done," creates forces which tend to institutionalize action and subordinate the individual to the group. In the face of this situation, as Edwin C. Kepler of General Electric has so aptly put it, "the problem is to find means and methods that will make individualism a workable concept."

How, in brief, can the individual be motivated to think and act for himself in a society that constantly demands compromise and consensus and group action to achieve group goals?

What We Can Do

This is the crux of the matter, and it is the problem that is going to be resolved, either consciously or by default. In this great ideological battle of our times, the public relations practitioner is certainly not in a position to control the decision. But, if he wills to do so, he can in the fashion of

genuine democracy cast his ballot of individual influence upon the outcome. He can do this in two ways: 1) By adopting a basic philosophy in his approach to his work that lends support to the concept of individualism; and 2) By the use of techniques that motivate the individual to think for himself, as opposed to techniques that tend to create "herd" responses.

Described in their extremes, both in respect to their philosophies and their techniques, the alternatives that face the public relations practitioner are not difficult to distinguish.

In the "herd" approach, the "persuader" (which word, unfortunately, we must use for lack of a better term) seeks to deal with groups rather than with individuals. He seeks to utilize the built-in power structures of the group to impress ready-made positions and conclusions upon its members. He projects appeals that will serve as the lowest common denominators for influencing the mass. The "persuader" becomes, in the extreme case, something like the old-time, self-appointed, uneducated evangelist threatening hellfire and damnation; or in another instance, an Adolf Hitler citing the Jews as scapegoats for all of society's problems. This approach emphasizes the emotional appeal at the expense of the rational, glosses over individual differences in the audience, treats them as a mass to be motivated by fear, hatred or avarice.

On the other hand, the appeal to the individual recognizes that each man is different. It recognizes that man, at his best, is a thinking creature, and that all mankind is advanced whenever an individual is advanced. It does not deny group action; rather it affirms it as sound—but only after individuals within the group, having examined and discussed the facts, and having arrived at similar conclusions, unite willingly together to achieve mutually beneficial objectives.

Public Relations in a Collectivist Society

What happens to the public relations man, if the fight for individualism is lost, is less important than what happens to the individuals in society. Nevertheless, it is interesting to speculate upon the future of the public relations "profession" in a collectivist society. Models are readily available for our study. Let us turn to the pages of the *New York Times* for an account of life in Communist China as presented by David Chipp, a Reuters correspondent:[1]

> School or university class, factory workshop, trade union branch, Youth League group or working section on an agricultural collective farm, these groups, mostly based on everyday work, form the foundation or background for all the individual's political

[1] The *New York Times Magazine*, September 14, 1958.

life and much of his social existence. *They are the fundamental means by which Communists try to teach people to forget that they are individuals and to sink their identities into that of the state as represented at its lowest level by the group.* (italics supplied)

Through the groups or cadres, Communist party activists and other lower links in the chains of control spread the "word" and keep close watch on the actions and thoughts of everyone. It is at group meetings—often held regularly after work—that much of the criticism and self-criticism—the spiritual breast-beating that the Communists use so effectively—takes place. Each member of the group watches the others "in a spirit of criticism and emulation" and one group will carefully watch another in the same way.

In such a society, the art of manipulating people reaches its apogee; but the professions concerned with developing the whole man to think and decide for himself, become worse than useless—indeed, they become a threat to the state, to be ruthlessly exterminated. In such a society, the educator as we have come to think of him no longer will be wanted; and the public relations professional—as we would like to think of him—also will be persona non grata.

Democracy Can Disappear

Now it is not likely that our society in America ever will utilize the ruthless methods of Communism to enforce the subordination of the individual will to that of the state or of the group. But the group procedures that we have "willingly" adopted in our own society already are tending to vitiate the individual's desire to think and act on his own initiative. If too much of this will or desire becomes dissipated, democracy as we know it can disappear. When all opportunity for individual thought and action is gone, and the group has taken over these functions, the resultant collectivist system (whether it be less cruel than the Communist system or not) will be characterized by power plays among the leadership-elite of the competing and cooperating groups. The individuals composing such groups will need only to be manipulated; it will be neither necessary nor desirable to educate or enlighten them. To some extent, we already have evidence of such results—in labor unions led by corrupt leaders, for example. And even in "good" organizations, such as farmers' cooperatives and organized charities, we note tendencies to relieve the individual from thinking and deciding for himself.

The survival of our democratic society is dependent upon our ability to encourage the maximum of individual development. Our education process is geared, to some extent, to do this. But for the vast majority of our population, formal learning ends with the award of the high school

diploma. Even for those who go on to college the formal learning process must end sooner or later. Nevertheless, for any individual to achieve the fullest measure of growth, the learning process must continue as long as there is life. *It is in just this area that public relations can make its greatest contribution.*

The Objective

The practitioner of public relations in our society is faced with a challenge that he cannot ignore if he aspires to true professionalism and—more important—if he is interested in the future of democracy and of the human race. The objective is simply stated: the development of individuals who are willing and able to think for themselves—indeed, the development of individuals who demand the right to think for themselves. This, of course, is also the task of the educator. But the public relations practitioner can pick up where the professional educator leaves off.

Insofar as the public relations practitioner provides, for the consideration of the individual, the facts relating to the political, social and economic issues of our times; insofar as he encourages the individual to make his own appraisals and arrive at his own judgments; insofar as he promotes the use of techniques that contribute to free and broad discussion; insofar as he supports the principles of voluntarism as opposed to coercion—insofar as he does all of these things, the public relations practitioner advances the development of the individual, the cause of democracy and the professionalism of his own calling.

In its annual report for 1953-54, the Fund for Adult Education posed this goal for itself:

> " . . . the development of mature, wise and responsible citizens who can participate intelligently in a free society . . . "

This goal might well be adopted by the public relations profession. Both the public relations practitioner and those who employ him need to be concerned for the development of "mature, wise and responsible citizens who can participate intelligently in a free society." ●

* * *

A What-Itor?

"Robinson let others do most of the talking when he stepped off the train with his wife, three sparring partners, two trainers, two managers, a bodyguard, a lawyer, a barber, a publicitor, his personal physician and a fellow named Soldier Jones."

—New York *Herald Tribune*

THE ROLE OF PUBLIC RELATIONS

In Market Development

by PAUL GAVAGHAN

INCREASINGLY, far-sighted executives have come to realize the deep importance of industry-versus-industry competition. They know they are not only competing among themselves— in terms of specific brands or product features—but also with other industries which offer totally unrelated goods or services.

Industry leaders know that they must tell how their products or services make a basic contribution to health, convenience, leisure, self-betterment. To do so, they must communicate a set of fundamental ideas in order to alter or modify deep-seated living and buying habits.

Public relations planning and techniques come into the picture from the outset, since the key objective in multi-company, industrywide market-development programs is to create the favorable climate of opinion so essential to an industry's long-term growth and profitability.

Founded on the need to educate the public to new concepts of living and new standards of social progress, market development by definition must be far-reaching in its scope. Certainly, public relations specialists have played vital roles in the success of outstanding industrywide programs conducted by trade associations. The extent of their contribution should be noted and appraised.

First, the public relations point of view has strongly influenced the basic concepts and operating methods of most market-development campaigns. The program theme; adoption of the editorial or "soft-sell" style in preparation of materials; choice of approaches and media; use of attitude research; emphasis on working with editors, teachers, home economists and opinion leaders; mobilization of support among logical allies—in all prominent facets, the public relations viewpoint is essential.

Second, such programs do not involve such aspects as "brand loyalty" or quickie benefits. They do entail a very broad educational effort; publicity, advertising and promotion must be geared to obtain lasting results.

Basis of Market Development Programs

Elementary but often forgotten is the fact that the most effective market development programs must be based upon the bedrock of sound, reader-oriented information. Several obvious examples can be discerned in the current spate of programs focusing on the home. Programs which offer service-type material and ideas of genuine interest have fared quite well; they have taken care to provide facts on proper selection, use and care of home materials or equipment; they have spotlighted the wide variety of items or styles available; they relate such materials or equipment to a larger framework of family life.

Actually, such information and education on a non-brand basis frequently succeeds where more narrowly-focused, hard-sell promotions fail. For example, a broadly-gauged motion picture or brochure stands to gain ready acceptance from editors, educators and civic groups because such materials are comparatively disinterested in character. Though they clearly stem from a single industry source, their messages fit into a proper social and economic context.

This is only another way of re-stating the axiom: an industry program enjoys surer likelihood of success if it represents the widest possible spectrum of human values and interests.

Thumbnail Review

Perhaps the best proofs can be drawn from past experience. Typically, industrywide programs have been carried on by associations, industry committees, or public relations counsel retained to represent common interests. Edward L. Bernays did market-development work during the pioneering days of public relations, in an era when the term "market development" was little known or used. And, on occasion, a few individual manufacturers have conducted successful campaigns in behalf of their respective industries.

In all instances, public relations activities were required to stimulate voluntary choice in favor of a specific industry. Today, competition abounds between various "blueprints for living," each with a different key element: food, fuel, transportation, appliances, furniture, building mate-

rials, hobbies.

The meat industry has advanced the point that more of the family food budget should be expended on meat, because of sound nutritional reasons.

Housewives have been told by the carpet industry that "home means more with carpeting on the floor." Thus, housewives are confronted wth a basic alternative to cork, tile and linoleum.

The man of the house has been informed by the Institute of Life Insurance, "when someone's counting on you, you can count on life insurance."

The Electrical Industry

In the past two years, the complex electrical industry has shown its interest in market development by launching campaigns on two different fronts. The Housepower campaign emphasizes the role of wiring and ample service capacity in existing homes—permitting fuller enjoyment of appliances and lighting. On the other hand, the Live Better Electrically program stresses the Medallion Home concept, which establishes minimum standards of electrical excellence for new homes.

While both programs dovetail in certain aspects (i.e. Medallion Home standards include full Housepower), they are both autonomous in operation and quite distinct in approach. Yet they illustrate the thesis that a basic industry can offer varied opportunities for different kinds of market development effort.

For optimum results, however, it should be realized that problems in coordination must be solved if an industry's communications resources are to be best utilized. Otherwise serious overlap in effort and conflict in themes among an industry's various programs can occur.

When an industry carries on several related campaigns, the total effect can be multiplied if each drive (1) employs as its sub-theme the basic concept of its sister campaign; (2) weaves information from the other program into its own educational materials.

Corrective Weapon

While most market development programs aim at nurturing a positive set of values, often work must be done to clear up misunderstanding and misinformation. In such instances, market development applies in reverse. Widespread misstatements can undermine public acceptance and buying habits.

Sugar Information, Inc., found this to be so when it embarked on a campaign to stress how sugar supplied nutrition for low-cost, quick energy. Positive information combatted the idea that sugar was responsible for obesity, diabetes and other ailments.

By a source of public information constantly available and ready for action, responsible associations can quickly strike at rumors which imperil the reputation of their basic products or services. Allowing unsubstantiated ideas time to take root only entails costlier expense and more laborious effort at some future date.

Program Leadership

The thought that market development helps all competitors within a given industry—rather than one or a few participants—should govern the thinking of program management. Some programs have faltered for lack of unselfish thinking and planning. A variation on Gresham's Law also works here: the program planner must constantly resist a temptation to water down basic campaign content to please needlessly timid souls in an industry.

While many well-established programs are restricted to "idea-selling" on a straightforward national basis, some campaigns must be organized to mobilize all possible allies and to provide for thorough local follow-up activity. In such cases the industry effort must offer a framework of leadership designed to unify all possible contributors—i.e. manufacturers, distributors, retailers, suppliers, bankers, share-owners, etc.

Inevitably a continuing job of intra-industry communications must be carried on to assure that all major factors are in agreement and prepared to act in unison. Direct mail, conferences, motion pictures, planned field contacts, publicity, and closed-circuit television have been valuable devices in achieving common concert on plans and timing.

Timing poses a thorny problem in marshalling any large number of participating organizations. For example, if an industry conducts two separate drives annually, executives of all supporting groups must be consulted and shown national plans well before their budgets are set. Unless reminded early, participating organizations can pay lip service but make no concrete provision for the more remote (to them) industry campaign.

Why Bother?

With more urgent matters on his mind, many an executive fails to see (1) how a long-range program can benefit his firm directly; and (2)

why he should inject the industry concept into his own company's communications. Overcoming such inertia calls for sustained persuasion.

To encourage voluntary participation by every segment within an industry, program headquarters can best function as a clearinghouse for information on new techniques and case history successes. The more aggressive participants will want to improve on these tested approaches with their own promotional innovations.

Since market development effects changes in attitude over a prolonged period of time, shifts in popular opinion may not be felt immediately in the market-place. This may disappoint those who wish to reap a swift return on their investment, but the task of gaining acceptance for ideas usually requires painstaking sustained communications.

Measuring Results

Opinion and attitude research, conducted periodically on a carefully comparable basis, can be one of the fairest yardsticks of progress. Indeed, such research can indicate the need for a market development program in the first place. This writer favors the depth interview method, which goes deeper than merely auditing acceptance of slogans and develops a more rounded picture of what and why people act as they do.

Ultimately, if objectives are achieved, the program can be measured in terms of how the industry fares against its rivals in a basic breakdown of annual U. S. disposable income. If possible the industry should be measured against both its direct competitor and indirectly-competitive industries.

Other benchmarks of progress can also be helpful, such as: encouraging local support and tie-in linage and broadcast time keyed to the campaign theme; newspaper supplements or special sections; special events such as expositions, home shows, fairs, open houses; articles in key trade and consumer media; evidence of endorsement and backing from civic, community, government and allied industry leaders.

Since such programs work best through key fashion, design, style and opinion leaders, it may prove useful to make periodic checks on how the basic industry concept has been reflected in their *creative* work.

From planning stage to final measurement, public relations techniques form an essential part of any industry's effort to pre-sell its basic goods or services. ●

The Editors' Page

pr Who is training the public relations men of the future? What are their backgrounds and qualifications?

A preliminary study, by no means definitive, is reported by Dr. Donald W. Krimel in this issue. While limited to public relations teachers in schools of journalism, the study gives valuable clues. If the findings are typical our students seem to be in safe hands. The average teacher of public relations appears to have had both practical experience and a sound academic background. But there is one gap which ought to be noted. This is the almost total lack of research activities on the part of these academics.

Respondents in the survey reported an average of about *4 percent* of their time devoted to research in the 1957-58 academic year. This, despite the fact that the average percentage of working time spent in teaching public relations was only *27 percent.* In fact, then, the majority of the time of these professors of public relations is taken up by other functions, such as journalism teaching, administration, university public relations work, and outside public relations practice.

This situation is in strong contrast to most other academic disciplines, which are research minded. Certainly in our major universities it is a rarity for a man to advance in his field without doing his share of research. The products of much of this research are in demand by so-called practical people. Businessmen are now accustomed to turn to the ivied cloisters for information and guidance. Various professions are supported by and tied to continuing research carried on by our universities.

Who, then, is building the foundation of research and systematically assembling the body of knowledge needed as the basis of a true profession? A great deal is being done for us by the social scientists in the established disciplines. Private research organizations working for industry carry on investigations of profound significance to our field. Industry itself is conducting research which bears on the development of public relations.

Is it necessary or desirable, then, that public relations academics engage in more research? Should they, as a minimum, be synthesizing the results of other public relations research? Or is it sufficient that our professors concentrate on skillful teaching rather than scholarship?

These are questions which are doubtless being discussed on the campus. However, these questions are pertinent for all of us. Public relations was created by its practitioners, not its teachers. The men and women who have accepted the charge of training the future leaders of public relations are entitled to support from us. They are also entitled to guidance and recognition of their strivings and their problems. ●

scanning

THE PROFESSIONAL JOURNALS

Each quarter Dr. Donald W. Krimel selects items from professional journals in the social sciences which have implications for the public relations field—Ed.

RATING COPY FOR CREDULITY

"Listener Opinions of Radio-TV Advertising Claims," by Pat Cranston, School of Communications, University of Washington, in *Journalism Quarterly*, Vol. 35, No. 3.

Many a research project proves to be more significant in its means than in its end. The method, and use of it, is fascinating no matter what else is discovered. Cranston has measured the credulity factor—or, if you prefer, credibility—in samples of radio-TV commercial continuities. His procedure was so elaborate and time consuming as to be impractical in many cases, but surely the idea of being able to measure copy for believability can be an engaging one to the public relations man. For Cranston's methods, his article must be read in full.

The study indicated that listener credulity was lowered significantly by exaggeration, gimmicked or misleading claims, and the abuse of comparative prices in the advertising copy.

There was also indication that "confidence-lessening copy when used extensively by advertisers in a specific business category has a carry-over effect lessening the general credulity of advertising claims by all advertisers within the category." If one car dealer's ads have qualities which the listeners identify as misleading, the ad copy of the other car dealers loses credibility.

This principle might be found to apply in other relationships. If ad copy claims in radio have a lower credulity level generally than those in television, for a theoretical example, presumably the advertiser is giving away credulity points when he uses the first medium rather than the second. This has implications for self-regulation activity by both business and media. If a man's copy is known by the company it keeps, and if this associative effect can be measured, some new perspectives can be given public relations as well as advertising.

ONE WORD AFTER ANOTHER

"Attitudes Established by Classical Conditioning," by Arthur W. Staatz and Carolyn K. Staatz, Arizona State College at Tempe, in *The Journal of Abnormal and Social Psychology*, Vol. No. 57, No. 1.

Suppose that you got a considerable number of people talking with one another, and that you managed to have the word "Dutch" worked into the conversation

frequently in close association with such pleasant terms as "pretty" and "healthy." And suppose that with a similar group you introduced "Dutch" in association with unpleasant terms. Later when you asked the members of the first group what words came to mind when the word "Dutch" was said, would you find "pretty" and "healthy" and similar pleasant words dominating the responses? How about the unpleasant word relationships? The results of this study indicate that the association of the words would have a lasting effect in each case.

This project, sponsored by the Office of Naval Research, confirms what might have been suspected by the public relations man. There is no assurance in its results, of course, that attitudes toward a person identified as being "Dutch" would be influenced toward the pleasant or unpleasant side, but the authors believe that other work through the years justifies the feeling that such carry-over would take effect.

Many factors could affect the results of the described situation in practice, of course. The credibility of the persons one hears using "Dutch" in a given set of associations is one example. The recipient's whole pattern of previous conditioning affects the communication, as well as the environmental circumstances of the moment. No definite pattern is established here, but some useful information, carefully tested by research professionals, is made available.

QUICK COURSE IN COMMUNICATION

"Communicative Skills and Applied Imagination," by Robert Allen, Quartermaster Training Command, Department of the Army, in *The Journal of Communication,* Vol. 8, No. 3 (a publication devoted to communication in human relations, published by The National Society for the Study of Communication, Jerome C. Kovalcik, Executive Secretary, State University of New York, Albany, N. Y.).

Here is a backward glance at a three-week course in communication skills offered for officers and supervisory-level civilians in Army employ. The article offers insight into the thinking of some professional administrators who specialize in the training of administrators, plus some potentially useful how-to information. The leaders who organized the short course early decided, apparently on the basis of barracks folk-knowledge, that if they labeled their course "Communication Skills" the potential students would be busy elsewhere when the roster was to be signed. It was offered slyly as "Staff Officers Course."

The course was "to encourage and further the development of the students' communicative skills (reading, writing, speaking, listening, language and thought), and to stimulate a more creative approach to problem solving and thinking in military situations."

Speech was given more stress (23 hours) than any other subject, with the next largest block (20 hours) going to improvement of the student's reading habits. "Applied Imagination," *a la* Alex Osborne, took 17 hours, writing was practiced and discussed for 14 hours, seven hours went to research methods. A section labeled "Language in Thought and Action" with a bow to Hayakawa, apparently strained the student brain and brought frowns, but the Quartermaster instructors maintain that it was "most important" just the same. (The approach to teaching this subject is undergoing revision.) Allen offers evidence that the students, and the Army, consider the short course to have had the desired effect. ●

RULES OF SURVIVAL . . .

PR *in a Membership Organization*

by WARREN ADLER

JUST as there are rules of survival for a treak across Antarctica or skin-diving off Bermuda, there are rules of survival for a public relations practitioner in a mass membership organization. Basically, they sprout from the same fundamental premises: that you know your element, understand the limitations it imposes upon you, and have your tools in readiness.

Membership organizations come in all sizes, persuasions, and points of view. But whether they be veterans groups, church groups, political groups, or societies for the prevention of, promotion of, or destruction of, the motivations of their members are the same. One basic motivation is the desire for recognition and all that it implies in terms of status, the ego and the id. Indeed recognition, in the long run, becomes the real reward for membership.

It is the lot of the public relations practitioner to find ways to satisfy this urge for recognition of the individual member, of the organization as a whole, and of the organization's point of view. He finds himself, therefore, dealing with three publics: the members of his own organization, of other organizations, and of the general public—in that order.

His first public, which is the one that we will deal with here, imposes the greatest limitations upon his activities, and he had better heed them if he is to survive in his post. The rules of survival, some of which are listed below, are stringent and require deep reserves of self-discipline and insight. They may vary in degree, but not in intent.

1. Don't become implicated in the policies of the organization.

Once you throw yourself in with one faction or another, you lose your objectivity. This loss induces an inability to make free judgments, and

you soon find yourself putting the interests of the faction before the interests of the organization. You become, by your own design, a political appointee, and you must expect to rise or fall at the whim of the electorate. The pressures on you increase greatly. You are expected to "favor" the faction by placing their pictures in prominent places in the national publication, affixing their names to public utterances and releases, and in other ways "building them up." You may be called upon to write special speeches and otherwise guide the faction's political fortunes. You find yourself compromised in many ways, and unless you have a strong rationale, your moral position is on a mighty shaky foundation.

If you are led to believe that one of the conditions of employment is to promote the faction presently in power, take the job at your own risk.

2. Don't confuse personal conviction with organizational policy.

As a professional employee of an organization, you are being paid, among other things, to promote the point of view of the organization. At meetings of advisory boards or executive committees, you may be called upon to give guidance or an opinion on policy matters that are up for discussion. Your only basis for judgment should be whether or not the policies being discussed are good for the organization. It is not, however, necessary for you to divorce yourself completely from your convictions. Indeed, the agile-minded public relations practitioner may even try some gentle proselytizing, if he feels very strongly about a given issue. But crusading is out, and once the policy has been agreed upon, it should be implemented as cheerfully and efficiently as possible.

Sometimes, however, the policy of an organization clashes hopelessly with a public relations practitioner's deep-seated ideologies. In that case, the best course of action is a friendly exit. If you're a rock-ribbed Republican, don't think you can be a public relations man for the Americans for Democratic Action.

3. Don't ignore regional differences.

In a national membership organization you must always consider the regional point of view. It is terribly difficult for any national group to be all things to all men, as any Government administration well knows. There are always those who are able to find something wrong with anything, but it is foolish to take steps which can destroy the cohesiveness of an organization. Take the issue of school integration, for example. Nationally, an organization may take the position of favoring school integration at the earliest possible time. But a speech on the subject written to be delivered in Birmingham, Alabama, obviously must be different in emphasis

from one delivered in New York City.

Sometimes issues develop that have a regional orientation, which is difficult for members of another region to understand. For example, a chapter in Iowa may have strong feelings on raising parity, while a New England chapter may have absolutely no sympathy for the issue and, in fact, oppose it. If the organization has a national publication, such issues should be thrashed out in print so that all sides have a chance to air their opinions. The national publication is the most useful tool at the disposal of the public relations practitioner in his approach to the membership.

You must be careful, too, not to overregionalize your pictures and articles and must try, as in all things, to search for a common ground of understanding.

4. Use plenty of names and spell them right.

There can never be enough names. In a membership organization every name printed or spoken in releases, speeches, brochures, and publications represents an award, for the member is getting that which he has sought—recognition.

Wherever there is an opportunity to use a name, make the best of it. That's what you're there for. Wedged in among the rest of your chores you've got to run what amounts to a home town news service. Every time a member is appointed to a committee, or leaves town to attend a meeting, or makes a speech, or gives a report, or makes a suggestion, something about it should be sent to his home town newspaper. Actually, of course, most of the names will go out as canned items tagged at the end of stories that begin like this:

> St. Louis, Missouri—More than 10,000 persons gathered here today to attend the 6th Annual American Poultry Pluckers Convention. Among those present were John and Mary Doe, Tom Potts, and Jack Briggs, all from Podunck.

Every name that appears in cold print represents one ally to the cause of your survival. In the same context there is one cardinal rule regarding photographs. Never crop out a member who has been posed with a group to illustrate an organizational event. Too often the urge for recognition makes pictures appear like the police lineup, with seven or eight faces smiling at you through the gloss of an 8½″ x 11″ photo. It's up to you to educate your membership in the art of internal public relations. No more than three to a picture should be lesson one.

5. Don't become involved in organizational administrative matters.

Every organization has its plethora of complainant parties. Their complaints range from their names being misspelled on membership cards

or the listing of incorrect addresses to the receipt of two mailing pieces instead of one, or none at all. You are an easy mark for complainants, especially at meetings or special events in which your interest is otherwise directed.

You must cultivate, therefore, the art of the gentle brush-off. Never tell a complainant member that the matter is not your concern. You will find yourself involved in a long dissertation on the function of public relations within the organization, and the results are certain to be disastrous. Rather tell him that it is organizational policy to have all complaints in writing and sent to the administrative department. If that doesn't work and the member becomes insistent, accept his complaint with the rejoinder that you will "refer" it to the proper party.

It is always good to check with the people on the staff to ascertain whether the complaints follow a pattern that in some way involves your domain. If they do, then take steps to correct them.

6. Cultivate the proper attitude in personal contact among members.

Your acid test comes in your personal contacts with the membership. You find yourself much sought after at top echelon meetings and the chances are good that you may find yourself more than once in the spotlight of attention.

You have to cope with the so-called "publicity hounds," whose urge for recognition is overpowering. All manner of local clippings, speeches, letters, and pictures are thrust in your hands, followed by long explanatory remarks. Patience is your best tool in such cases. Hear the person out, put his material in your brief case, consider it carefully when back in the confines of your office, and write a letter, being sure to compliment the individual on his achievements and, if acceptable, find some use for the material. He will read your letter before as many groups as will allow him to and will carry it around in his pocket as a show piece for many months, even years. You will find over a period of time that you have created a sort of underground communications system of great value by following this advice.

Mass organization meetings, whether in small groups or at national conventions, are traditionally unwieldy affairs. Every member uses the opportunity to extract his due recompense and present his comments and ideas to the body. Sometimes the discussion becomes quite heated. Always approach the issue within yourself from the vantage point of impartial serenity. Guide and interpret, never become an exponent or protagonist on the basis of personal conviction. If you are asked for an expert opinion,

give it without hesitation. Remember that your specialty is implementation. Always relate your remarks to the question of public relations. Play it straight. Steer clear of the grandstand play. Let your salary check satisfy your own desire for recognition.

Sometimes you are faced with a situation in which a member rises during a meeting to decry the lack, in his community, of publicity about the organization. If, in your judgment, the lack of publicity is due to the local editor's disinterest in your releases, you had best throw the gauntlet back at the member by explaining that local printing of national releases is dependent upon the local group's recognition and participation in the community. If the local organization chapter is weak and unexpressive or fails to make local press contacts, the local editor invariably throws out the story. You should, therefore, offer your services to the member to help him correct the problem in his area.

You do yourself a favor when you take the time to prepare a clipping and brochure exhibit for display outside or inside the meeting chamber. Most people who come to meetings like to be given something tangible to take with them. A table of back issues of your publication or brochures is always helpful.

In dealing with the membership person to person, always proceed with caution. Feel the pulse before plunging too deeply. Work from the basic premise that every member is your boss, a premise theoretically not far from the truth.

The principal objective in following these rules for survival is the establishment in the minds of the membership and their leaders of a sense of respect and confidence in your ability as a public relations practitioner and in your personal integrity. Unless you engender this confidence and respect, your job will be unfruitful and self-defeating.

* * *

Articles Wanted

The Editors would be pleased to consider articles on the following subjects:

"Political Public Relations and Its Impact on Democratic Processes."

Is the quality of a party's public relations effort determinative in the outcome of elections?

"Public Relations and the Managerial Revolution."

How does the diffusion of corporate ownership and growing independence of managers affect the responsibilities of public relations counselors?

"Making Economic Education Programs More Effective."

Strengths and weaknesses of various economic education programs conducted by unions and businesses and how better results can be obtained from the many thousands of dollars spent on them.

It is suggested that those interested submit outlines, rather than full manuscripts.

RE: "Steps Toward An Adequate U. S. Overseas Information Program" by Edward L. Bernays, July 1958.

FROM: Edward J. Green, Executive Assistant to the President, Westinghouse Air Brake Company, Pittsburgh (formerly with Office of Strategic Services, Central Intelligence Agency and Personal Assistant to President Eisenhower).

Although in complete agreement with Mr. Bernay's objectives and conclusions it seems that his diagnosis and proposed treatment do not start soon enough, cut deep enough, nor go far enough. In some instances he has merely described the symptoms, in others he suggests a palliative where surgery is indicated and his specific prescription appears to be an unction of three parts milk of human kindness and two parts hot air.

He says, "Problem number one deals with semantics." Well, yes, in a way . . . but it's well nigh impossible to express an idea lucidly unless the concept has been thought through. The basic problem is clarification of objectives. He adds, "Those at whom we aim our activities are aware of its (the program's) purposes." This is more than can be said for most Americans.

Mr. Bernays gets closer to the crux of the situation when he points out that another " . . . problem is that of making our national policymaking leaders more aware of the importance of shaping their foreign policy deeds in ways to affect foreign attitudes favorably." But after this penetrating observation he fails to emphasize that the execution of both domestic and foreign policy are greatly impaired because the top echelons of government lag years behind enlightened industry in the effective use of public relations counsel. The United States Information Agency is simply an information agency. True, the Director is invited to "sit in" at National Security Council meetings as a second-class citizen to obtain background information. In recognition of his personal prestige the present incumbent, George Allen, is frequently invited to express an opinion but he has no authority to provide advice. In dealing with so many complex area problems in such a rarified atmosphere no public relations adviser should be expected to recommend the final action—but the best possible PR expert should be a member in full standing and charged with the specific responsibility of seeing that due consideration is given to the public relations aspects of all decisions and operations. Such consideration might have prevented the Air Force from dropping dummy bombs in the Indian Ocean . . . or kept Eisenhower from rushing Marines to the Caribbean to protect (?) Nixon . . . or even persuaded against sending American Armed Forces to Lebanon.

In another problem Mr. Bernays questions " . . . how a democratic overseas information activity can most effectively counter the monolithic propaganda of Soviet Russia." He points out, in passing, that " . . . Russia coordinates deed and words at top level to carry out national policy . . . " but stresses the difficulty of competing with Russia's " . . . censorship, controlled press, lies, and double-dealing . . . " As in the Sputnik, does a deep-seated inferiority complex prevent us from acknowledging Russia's more effective organization or greater scientific skill and cause us to excuse our ineptness or unwillingness to pay the price by blaming Communist chicanery?

Mr. Bernays provides an extensive catalog of USIA problems and presents a strong case for more effective action but he begs the big question. The primary reason we are continuously off balance is not because our propaganda is weak (which it is), but because our top management policies and practices are inadequate, particularly with respect to strategic planning, clarification of objectives and proper consideration of the public relations implication and impact.

FROM: Edward L. Bernays

Mr. Green's comments . . . arise both from misconception of the scope of my article and from a misunderstanding, in certain cases, of what I wrote.

The article was written in response to a request from the editors: . . .

> "We have been searching for someone capable of writing an analytical article which would expose the particular difficulties encountered when a democratic country, such as the United States, engages in propaganda battles with countries run by dictators . . . we would like the article to maintain a somewhat more theoretical and scholarly level than characterizes the Sunday supplement material which the press has carried on this subject. We are concerned mainly with an understanding of the underlying problems, not with findings of merit and demerit with respect to the USIA or the State Department."

The article I wrote attempted to cover the subject in response to the editors' request, and not, as Mr. Green suggests, to discuss the "inadequacies of top management policies," as the prime cause of our failures in international persuasion. What our foreign policy should be is a fascinating subject for debate, but that remained outside the field I was attempting to cover.

Now, as to some other points:

Mr. Green appears to think my discussion of semantics refers to text obscurity in material which the USIA issues. That is not the case. My reference was to this fact—that the title, "Information Agency" serves to confuse the thinking of people in and out of the government as to its purpose. The "information" concept hampers the development of a well-rounded program, designed to accomplish the real objectives. My statement, "Those at whom we aim our activities are aware of its (the program's) purposes," simply means that other nations know we want to influence them, not merely to inform them.

Mr. Green says the article fails to emphasize that the execution of both domestic and foreign policy is greatly impaired because the top echelons of government lag behind enlightened industry in the effective use of public relations counsel. This, after all, is the whole central theme of my article. I state that the main problem is to overcome ignorance on the part of government as well as of our people as to what can be accomplished if the Overseas Information Program is accorded its proper status, is expertly manned and given adequate tools.

In discussion of the personnel, I refer specifically to "a lifetime of executive and administrative practice in the arts of persuasion" as a prerequisite for selecting the agency administrator. I note that equally difficult problems exist as to selection and training of other agency personnel. As for Mr. Green's comment on the necessity of agency people sitting in at top level of government policy-making, I stated that one of the problems before us is to make "our national policy-making leaders more aware of the importance of shaping their foreign policy deeds in ways to affect foreign attitudes favorably." Again, in the last paragraph I stated that international persuasion must be coordinated with the policies and practices of our government.

Regarding the difficulty of counteracting Russian propaganda activity . . . I consider the Russian emphasis on " . . . censorship, controlled press, lies and double-dealing" not as insuperable obstacles, but rather ones we must overcome through mind power, manpower and money power, devoted to a persuasion effort more effective than that of the Soviets.

Fundamentally, regardless of what our foreign policy is, whether we are in agreement or disagreement with it, we must in today's world try to explain and clarify ourselves to people abroad, and endeavor to hold their respect, friendship and regard. Efforts at information and

persuasion are no substitute for foreign policies, economic, military and other resources, but they can supplement them. Whatever our foreign policy may be, it is vital that we carry on as effectively as possible to try to hold the respect and the friendship of other peoples through effective efforts to inform and persuade.

RE: "Notes on Judge Clary's Decision," by Edwin C. Kepler, July, 1958.

FROM: John Deitrick, Vice President, Allied Public Relations, Inc.

For the benefit of those who have not learned of the latest developments in the historic Rail-Truck Anti-trust case since publication of Mr. Kepler's excellent treatise, I would like to submit the following:

Judge Clary, on July 22, handed down his long-awaited decision on injunctive relief measures and on costs and damages to be assessed against the railroads. The decree awarded the Pennsylvania Motor Truck Association damages totalling $652,074, and counsel fees of $200,000.

Most important aspect of the decision however was the injunction which forbids the defendant railroads from "combining or conspiring" to "create resentment or hostility to the plaintiffs in the minds of the general public" and "instigating, preparing, composing, publishing, producing, disseminating, paying for or subsidizing any release, article, report, statistics or other publication, or any motion picture, radio or television presentation, or any other material relating to plaintiffs or their business without disclosing to the reader or viewer that it has been instigated, prepared, composed, published, disseminated, produced, paid for or subsidized by or on behalf of defendants." . . .

(As a further development, the defendants have entered an appeal to Judge Clary's decision in the Third Circuit Court, Philadelphia. The plaintiffs have appealed the damages awarded the truckers.—ED.)

* * *

The Villain in the Piece

"If the young Victoria had said to the Duke of Wellington, 'Sir, the Bureau of Public Relations of our army is in a deplorable state,' he would have answered, 'What is a Bureau of Public Relations, ma'am?' When he and his generals wanted to tell lies, they had to tell them themselves; there was no organized institution set up to do it for them."

—"The Appalling Taste of the Age," by Randall Jarrell, *Saturday Evening Post,* July 26, 1958

* * *

"Propaganda is a beautiful word, although in this country it has a sinister connotation . . .

"Only Americans, a backward Nation in many fields, are appalled by the word. We prefer (and use) the sweet-smelling, phony and meaningless phrase 'public relations,' which has the aura of professional respectability, and therefore attracts many illiterates, shopkeepers, tradesmen and furniture salesmen to the Government."

—Eugene Kelly, Letters to the Editor, *Washington Post*

* * *

"One reason that we lack effective leadership is that too many leaders are manufactured in the offices of public relations counsel. If anybody says that is good, how does he explain the present crop of leaders?"

—George E. Sokolosky, King Features Syndicate, Inc.

A Look At Some Of The Public Relations Educators

by Donald W. Krimel

WHAT sort of people are the "first generation" of public relations teachers in the Nation's colleges and universities? Academic presentation of public relations has boomed in just the past dozen years. Where did the teachers come from? What patterns have developed? What yield may we expect from them and their kind, as scholars and as teachers, in years to come?

In mid-1958 the author conducted an experimental study of public relations educators in search of answers to these questions. Questionnaires went to the 64 public relations teachers whose names appeared on a roster developed by the Council on Public Relations Education. Thirty-six men responded.

The CPRE is within the Association for Education in Journalism. Many public relations educators are not associated with journalism education, and they are not currently included on the CPRE list. For this and other reasons, the respondents in this study are not necessarily a typical group.

Some characteristics of the respondent public relations educators, as indicated by this study:

Backgrounds

1. Almost all of the respondents reported extensive experience in the practice of public relations. Measured in terms of years in the field, their reported experience is greater, on the average, in policy-level work than in media work.

2. Most of the men belonged to at least one of the national trade or professional associations in public relations, in addition to belonging to the Association for Education in Journalism and other educational professional groups.

3. Almost all of them had bachelor's degrees. Their fields of concentration at the undergraduate level were varied, but journalism was by far the most prevalent single one. None of them had majored in public

relations in college; probably in no case was such a major available when they attended college.

4. Almost all of them had master's degrees, also. Most followed journalism as the major study concentration at this level. No one reported public relations as his major study area.

5. Thirteen of the respondents reported having doctoral degrees, but two of them were honorary doctorates. Three of the men with earned doctorates concentrated upon political science, two on education, and two on history, with the others scattered. None concentrated on public relations identified as such.

6. No one university has a substantial lead as the "producer" of these public relations educators at the bachelor's level. Syracuse University, the University of Missouri, and the University of California each granted two of the bachelor's degrees; the other 27 degrees came from 27 different institutions. The University of Wisconsin led in master's degrees granted the public relations teachers with six, and in doctorates with two.

Is teaching public relations their main job?

1. Reporting their estimates of the percentage of their working time in the past academic year spent in teaching public relations, the respondents ranged from 5% to 95%, with an average of about 27%. Only three men reported devoting more than 50% of their working time to public relations teaching last year. At least five men were public relations practitioners who taught only incidentally.

2. The remainder of the respondents' working time was taken with journalism teaching, educational administration, university public relations and publicity work, and off-campus public relations work, in that order of stress.

Teachers' contributions to the literature of public relations.

1. One-fourth of the respondents have written books relating directly to public relations. About 20 books have been presented by the nine educator-authors. About half of the production has taken place since 1950. Almost all of the books have been manuals and textbooks.

2. Two-thirds of the respondents have authored articles relating to public relations, with the number by single authors ranging from one to 178. *Journalism Quarterly* has carried more of their articles (10) about public relations than has any other journal, with *Public Relations Journal* next (7) and the far younger **pr**, third (4). The pattern of article writing by the

teachers shows a steady increase in annual volume over the past twenty years.

3. Of the research which presumably would precede much of the educators' professional writing, the study indicated little was done last year. Respondents reported an average of about 4% of their time given to research in the 1957-58 academic year, and many expressed profound regret that various demands on their non-teaching time prevented effective scholarly activity.

Summary

What sort of people are the "first generation" of public relations teachers? Results of this limited study indicate that, by their own reports, they are mostly men of broad experience in public relations practice.

The men in *this respondent group* are strongly associated with journalism education, and in their own educational backgrounds, especially in graduate work, there is far greater stress on journalism than on any other topic. No single university stands out in general as a source of the present crop of public relations teachers, but more of the men did their graduate work at Wisconsin than at any other institution.

Very few of the respondents are full-time public relations teachers; most teach journalism or do some other work most of the time. Few devote appreciable time to research. Yet they have supplied many articles on public relations to a wide range of journals. Many public relations books have come from them, too. The lack of time spent in research is reflected in the fact that the books are almost exclusively texts and manuals, rather than the intensive reportorial and analytical studies which would deepen the literature of public relations. •

* * *

The Sometime Villain in the Piece

"The day is not so long gone when the presence of a public relations (PR) man in a newspaper office was looked upon by editors and reporters alike as something akin to vermin crawling in the door. He was a cockroach—a beetle—something to be crushed under heel and swept out the door again quickly.

"Unfortunately, some reporters, and even some editors, still have that slant, though it probably isn't as pronounced.

"But a rapidly expanding economic and industrial picture, coupled with increased pressures and time-short news media has changed that picture. Today's PR man, *doing his job properly,* is a valuable adjunct to the staff of any newspaper. He has become, in effect, the good left hand of the editor or reporter."

—*Syracuse Post-Standard,* as quoted in *Editor and Publisher*

BOOK REVIEWS

AFTER FIFTY YEARS, THE TIRED CLICHE

THE MASS COMMUNICATORS
By C. S. STEINBERG
Harper & Brothers, New York: 1958, 454 pp., $6.00

MANAGEMENT'S MISSION IN A NEW SOCIETY
Proceedings, 50th Anniversary Business Conference
Harvard Business School
To be published by McGraw-Hill, New York: 1958

PROBLEMS OF UNITED STATES ECONOMIC DEVELOPMENT
Committee for Economic Development, New York: 1958, 2 vol, 764 pp., $5.00

PUBLIC OPINION INDEX FOR INDUSTRY
Opinion Research Corporation, Princeton, New Jersey: April, July, 1958

What 2,000 alumni and their friends in American management at the Harvard Business School's 50th Anniversary Business Conference last September considered revealing should have been old hat. What should have been sophisticated expositions of the Conference theme, "Management's Mission in a New Society," were unfortunately commonplace. The "revelations" came from the *Christian Science Monitor's* editor, Erwin D. Canham, in his recital of business shortcomings; the cliches permeated nearly every other important business speech and seminar. That management needs to be told by outsiders what it is doing and where it is going is surely an indictment of public relations and a measure of the wide gap that still exists between public relations knowledge and practice. For there was every indication at Cambridge that public relations has failed in what Charles Steinberg calls in *The Mass Communicators* "one of the important ways in which public relations . . . works on the policy-making level:" it had obviously not served "as a barometer of public opinion," not kept management "advised of prevailing opinion, tastes, and attitudes," not acted "as a safety valve against cliche or stereotyped thinking."

Canham's inventory of management's shortcoming were witty, not wondrous nor especially original. He had obviously read Galbraith's *Affluent Society,*[1] knew about the comments on Detroit's chrome-plated troubles delivered at the National Industrial Conference Board meeting last spring by George Katona of Michigan's Survey Research Center. He was familiar with Slichter's reasons for inflation and Adolph Berle's ideas about control of the large corporation. Canham, in short, had done the kind of homework for which there was little evidence on the management side.

Generally dull and dated, the speeches skipped among banalities: "The American business system has created a new economy . . . Business is being prevented from doing its job by unions, the public and government . . . The new capitalism is distinguished by the fact that a company president no longer stands out in a crowd . . . The new capitalism is the same old watch with a new face — it still tells the time . . . " And finally, the large economy-sized solution to the past, present and future problems of business: "more education." Ironically, a special session devoted to the need to keep abreast of public opinion and called "Feedback, Putting Public Relations to Work," went little beyond the platitude. There is apparently a need to close the gap between practice and knowledge. This ought to be a goal of the proper practice of public relations, and this essentially is the message of *The Mass Communicators.*

In six principal parts (a seventh is devoted to case studies) Steinberg draws the interrelationships among mass communication, the mass media, public opinion and the practice of public relations. He explores the techniques as well as the theory, the message as well as its meaning. Steinberg is saying, I think, that public relations is not simply a matter of pitching a message to earn a strike out. Nor is he especially happy with the way a "two-way street" concept works in practice. Instead, "the basic job in public relations is twofold: to interpret public attitudes, opinions and trends" to its clients — and "devise ways to interpret the activities of [its] clients to the public through appropriate channels, or media, of communications." Part of this job is, to be sure, concerned both with the techniques of persuasion, and the techniques of listening; i.e., opinion polls, readership surveys, and so forth. But it is what Steinberg calls "the steering job" that is being performed in only isolated instances: "educating management to appreciate the need for a dynamic and functioning institution, not an anachronistic and static one."

[1] *Houghton Mifflin, Boston, 1958. See* pr, *Book Reviews, July, 1958.*

Altogether, the underlying message of *The Mass Communicators* is that public relations needs to cultivate elements of anticipation and responsiveness. This is not a brief for necromancy; it is a plea for the kind of imaginative and sophisticated analysis of public affairs and opinions that a few business and trade organizations are carrying on now, and the persuasive report of analysis to policy-making management.

In its Corporate Image study,[2] for example, the General Electric Company is striving for a new kind of periodic, comprehensive opinion analysis that monitors all of its public as well as the public generally. This is in no sense a conventional what's-right-with-us survey. Instead the study in effect (1) relates opinion formation to previous exposure to the Company, and (2) indicates the areas in which either reinforcement or modification of opinion is necessary. Thus management is able to anticipate the environments in which the Company will have to operate.

What's more, there are occasions from time to time when it becomes possible to sample opinion-leader thought before its formative effects on public opinion have jelled. One of these occasions was the recent Committee for Economic Development contest. The Committee asked fifty prominent opinion leaders from this country and the Western World to submit papers answering the question, "What is the most important economic problem facing the United States in the next twenty years?" The Committee also offered fifty prizes to the public for answers to the same question. The prize winners, too, were people in influential positions. These 100 papers, then, are a cross-section of opinion leader attitudes. An analysis of them would show that, among other things, a Galbraith or a Canham are not alone in their criticism of business for an over-emphasis on production or for usually refusing to admit that it may be partially to blame for inflation.

Clearing from the field of thought the tired cliche, the righteous denial of self-evident feelings and the banalities that too often substitute for creative thinking is surely a responsibility of public relations. The practitioners who do so are the men; the boys are still carrying copy.

—DON COLEN

[2] Reported in *Public Opinion Index for Industry.*

A GUIDE TO THE PRACTICE OF PUBLIC RELATIONS
Prepared by THE BRITISH INSTITUTE OF PUBLIC RELATIONS
Newman Neame Limited, London: 1958. 243 pages, $5.00.

Reviewed by Hal D. Steward,
Chief, Community Relations Branch, Office of the
Chief of Information, Department of the Army.

The British now have their first textbook on public relations. It was put together by 24 authors under the direction of an editorial committee of the British Institute of Public Relations.

Part I of the book attempts to answer the question: What is public relations? In 26 pages this part discusses the purpose and functions of public relations and how to recognize public relations problems.

Part II defines the various publics and how to isolate them. It also devotes a short chapter to public opinion research.

Part III, which comprises more than 150 of the 243 pages in the book, devotes itself to media. Chapters cover the British press, press relations, photography, radio and television, films, printing, exhibitions, advertising, visual aids, house organs and the spoken word.

Part IV covers the organization of public relations practice and includes chapters on public relations in national and local government and trade associations, and concludes with a chapter on "consultancy."

Although the book is entitled "A Guide to the Practice of Public Relations," it is actually more of a text on the practice of publicity. Nowhere in the book is there a discussion of the history and philosophy of public relations practice. The book also fails to cover such important public relations functions as community relations, stockholder relations, employee relations, public relations planning, customer relations, dealer relations, and so forth.

American public relations practitioners who read this book will find many principles set forth by the various authors with which they will not agree. For example, Lex Hornsby, in the chapter entitled "Its Purpose and Function," makes this statement: "Strictly speaking the practice of public relations has nothing to do with what are called staff or internal relations. Responsibility for these relations belongs to the personnel manager and any meddling in the field can be disastrous . . ." In another part of the same chapter, Mr. Hornsby makes a statement on what the public relations man can claim about his profession that American practitioners will

agree with whole-heartedly. He says that a public relations man can make these claims:

"First—that our profession is not only exacting, exciting but also immensely responsible.

"Second—that we deal not only with products and services, but also with ideas.

"Third—that we recognize the need for high standards. The Public Relations Officer has to keep ever in his mind the public interest. He has to guard against allowing personal predilections and prejudices to influence his judgment and his work.

"Fourth—that we exist, primarily, to provide a service. The Public Relations Officer's day is never done; especially in such times as his organization may become involved in controversy or associated with new and striking developments he must be available all the time and see that his lines of communication are open."

Editors of this first textbook are: Lex Hornsby, Trevor Powell and F. L. Stevens, all of whom are professional public relations practitioners of long experience in England. Despite some of the voids in their textbook, which have been pointed out in this review, they and the authors of the chapters in the book have made a positive contribution to the literature on public relations.

This book can be read profitably by all those engaged in the practice of public relations. •

* * *

"International PR—Tomorrow's Diplomacy in the Free World"

"We are living at the present time in a period that is extremely important to the future relations of the different social groups of all countries. Social and political events, which exceed in volume all that has occurred since the beginning of Christianity, are developing with a speed most appropriate to our era . . .

"Public relations men should make it a point to avoid policies that contribute to fostering resentment and should endeavor to safeguard social and human objectivity even if they belong to a nation which happens to be historically the theater of impulsive reactions . . .

"The great French politician, Jean Jaurès often said: 'Limited internationalism estranges one from his mother-country, broad internationalism brings him back.'

"I am deeply convinced that we ought to apply this role on the social and human level and spare no effort towards this end. By our knowledge of the facts and of public opinion we are more particularly designated to promote better mutual understanding between the nations which—despite all the present difficulties—have a common duty to insure the social and human future of peoples throughout the world.

If, on the contrary, we refuse to see the problem and to accept this duty, we will simply admit that our profession is merely a trade similar to any other one and strictly limited by the narrow rewards of personal interest."

—Claude Chapeau, *Secretary General in charge of Public Relations,* Galeries Orléanaises department store, ORLEANS (France)

"Public Relations in Texas" (page 1) is the third article we have run concerning our field in various cities and regions. (See "The Anatomy of Public Relations in Washington, Robert L. L. McCormick, January, 1957 and "The State of Public Relations in Philadelphia, Eva Aronfreed, April, 1957). The author, **Dr. Alan Scott,** is in his tenth year on the faculty of the School of Journalism at the University of Texas where he directs the public relations course work. A practising public relations man as well as a professor, Dr. Scott is consultant to several Texas trade associations and field representative for Dudley-Anderson-Yutzy, New York. He is the author of **Contemporary Public Relations: Principles and Cases** and wrote "Bridgeport Brass Tames a White Elephant" in the July issue. He does not tell us, unfortunately, who inspired the Texas stories which have made nearly every American an unwitting public relations man for the state.

* * *

J. Carroll Bateman is acquiring a reputation for thoughtful and penetrating writing in various publications about basic problems in the public relations field. In "Individualism vs. Collectivism (page 8), he sheds light on the constructive role public relations can play in the betterment of our country and our way of life. Mr. Bateman is Director of Public Relations for the Milk Industry Foundation in Washington and is a member of APRA and PRSA. He is a graduate of John Hopkins University, worked for the **Baltimore Evening Sun,** and was on the public relations staffs of the Baltimore and Ohio Railroad and the Eastern Railroad Presidents Conference. A member of the staff of **pr,** he authored "The 'Tomorrow Factor' in Public Relations" in the October issue of a year ago.

Business leaders are coming to realize that they compete for public favor with various other industries as well as with specific brands or products within their own industries. How public relations planning and techniques are being used in this situation is described in "The Role of Public Relations in Market Development" by **Paul F. Gavaghan** (page 13). Mr. Gavaghan, a native of Boston, with degrees from Georgetown University and Catholic University, joined the public relations staff of General Electric in 1951. He has completed a variety of assignments in GE's chemical, national defense and consumer goods operations. Currently he is press relations supervisor for a long-range market-development project in New York.

* * *

Anyone who has ever been on the staff of a membership organization finds that he has many masters. To the numerous members of our fraternity working with associations "Rules for Survival in a Membership Organization" (page 21) will be greeted with sympathetic understanding as well as being of practical help. The author, **Warren Adler,** is currently National Director of Public Relations for the Jewish War Veterans of U.S.A. in Washington, D. C. He was formerly editor of the **Queens Post,** a Long Island weekly and now serves as Editor-in-Chief of **Armed Forces News.** Mr. Adler is a public relations consultant to various other organizations and is a graduate of New York University.

* * *

Contributing Editor **Donald W. Krimel,** author of our regular feature "Scanning the Professional Journals," has an additional item in this issue. Dr. Krimel is Associate Professor of Public Rela-

tions at the University of Maryland in charge of the public relations sequence. In wondering what sort of people teach the subject in academic institutions he was not content to look in the mirror. This summer he circulated a brief questionnaire and we publish his preliminary findings "A Look at Some of the Public Relations Educators" on page 29. As for Dr. Krimel himself, he has been teaching at Maryland since the end of World War II, has had extensive outside public relations and journalism experience, and has a Ph.D. from the University of Wisconsin in political science. (See also "The Editors' Page" for additional comments on this subject.)

* * *

The first and only advertising manager of **pr,** (a volunteer like the rest of our staff) has been **H. Walton Cloke,** Coordinator of Public Relations for the Kaiser Industries in Washington, D. C. Now, as national vice president of APRA, president of its Washington Chapter, and recently appointed chairman of the public relations committee of the People-to-People Program, Mr. Cloke has asked to be relieved of his duties with **pr.** We have accepted with understanding, but deep regret, for he has contributed much to the thinking and progress of **pr** in addition to the advertising function. We welcome his successor, **Chester Burger,** Vice President of Ruder and Finn, New York.

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  Both members and non-members of APRA may file entries. *(Exceptions—Judges and members of the Judges and Awards Committee are not eligible to file entries either in their own behalf or in behalf of organizations they represent.)*

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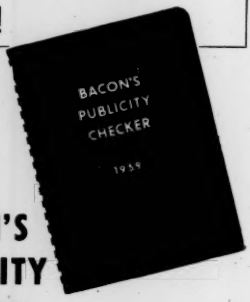

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